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President: Ms. Mejía Vélez (Vice-President) ..... (Colombia)

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In the absence of Mr. Sajdik (Austria), Ms. Mejía Vélez (Colombia), Vice-President, took the Chair.

The meeting was called to order at 3.20 p.m.

Dialogue on the longer-term positioning of the United Nations development system (session IV)

1. **The President** recalled that the Council, in its resolution 2014/14, had decided to convene a transparent and inclusive dialogue on the longer-term positioning of the United Nations development system in the context of the post-2015 development agenda, including the interlinkages between the alignment of functions, funding practices, governance structures, organizational arrangements, capacity and impact, and partnership approaches. The outcome of the dialogue would serve as input to the 2016 quadrennial comprehensive policy review. Since the Council had now reached the end of the first phase of the dialogue process, it was an opportune moment to take stock of progress and look to the future.

2. The dialogue process had thus far included three formal sessions, which had taken place at the 5th, 6th, 8th and 9th meetings of the Council's current session, together with four informal workshops, a civil society briefing and a high-level retreat. Many background papers had also been prepared by independent experts, the Department of Economic and Social Affairs and the United Nations Development Group. Participation in all of the meetings had been high, resulting in an improved understanding on the part of Member States of the current state of affairs in the United Nations development system and the likely implications of the post-2015 development agenda for the Organization's work for development.

3. Certain strategic priority issues had emerged from the first phase of the dialogue process. First of all, clarity on the emerging functions of the United Nations development system in the post-2015 era was critical for ensuring alignment with the other five areas that were the focus of the dialogue. Based on discussions in the first phase of the dialogue, the United Nations development system could be expected to continue to provide comprehensive support across a wide range of areas to least developed and low-income countries and those in humanitarian and conflict-affected situations, as well as to provide ongoing high-quality normative and technical assistance to middle-income countries. The universal nature of the post-2015 development agenda would also have implications for functions in high-income countries. A study should be conducted to analyse those implications, especially for the work of the United Nations development system in middle-income and high-income countries. In the post-2015 era, the importance of supporting developing countries to address global development challenges could be expected to grow. Several new functions — such as strengthening support to South-South and triangular cooperation; leveraging partnerships for sustainable development; strengthening integrated policy advocacy; and fostering strategic innovations and learning in development — were emerging in the United Nations development system, which reflected growing demand from Member States as well as the requirements of the post-2015 development agenda.

4. Second, the current funding architecture of United Nations operational activities had become too unbalanced and was not conducive to strengthening the normative, leveraging and convening role of the United Nations development system that was required in the post-2015 era. There was therefore a need to explore more systematically innovative models to improve the volume and predictability of core funding for United Nations operational activities, such as negotiated voluntary pledges and an indicative scale of voluntary core funding. The quality of non-core resources should also be improved and more innovative ways should be found to fund the United Nations development system.

5. Third, the effectiveness of system-wide governance in the United Nations development system must be improved, including through strengthening the role of the quadrennial comprehensive policy review resolution of the General Assembly. There was also recognition that in the second phase of the dialogue, priority should be accorded to improving the equity, representation and effectiveness of participation in governance by Member States and non-State constituencies, as well as the capacity and working methods of governing bodies in the United Nations development system.

6. Fourth, the United Nations development system would require differentiated country presence models in the post-2015 era in order to meet in an effective way the needs of programme countries at different levels of development. Moreover, the comprehensive nature of the post-2015 development agenda would require a significant strengthening of system-wide

results-based planning in the United Nations development system.

7. Fifth, cost-effective measurement of agency and system-wide results in programme countries would require the United Nations development system to adopt a more coherent results-based management system across all entities. The system would also require a well-trained, well-equipped workforce that was mobile and motivated to work for one United Nations. Moreover, the United Nations development system would need to fully utilize national capacities, systems and institutions in the delivery of the post-2015 development agenda, including in the areas of procurement, financial management, monitoring, reporting and evaluation.

8. Sixth, successful realization of the post-2015 development agenda would require partnerships to be strengthened between Governments, civil society, the private sector, international organizations and other relevant actors. The United Nations development system was well placed to serve as the convener of such multi-stakeholder partnerships. It was therefore important to examine what kind of inter-agency arrangements, intergovernmental oversight mechanisms and other organizational measures were needed to help ensure that such partnerships operated in an effective and transparent manner.

9. It went without saying that deliberations on those six strategic priority issues during the second phase of the Council's dialogue process would need to be informed by high-quality analytical work. As the dialogue process moved forward, it would also be necessary to ensure that it was taken to a higher political level through the outcome of the United Nations summit for the adoption of the post-2015 development agenda in September 2015. The summit outcome must inject new political momentum into the process of strengthening the United Nations development system. In addition, it would be important during the second phase to enlist the support of a group of high-level strategic thinkers and experts to assist Member States in concretizing, analysing and prioritizing options for that process.

10. **Mr. Carrera Castro** (Guatemala) said that, concerning the six priorities to which the President had referred, it was vital to be clear about the universality of the post-2015 development agenda and the activities of the Organization, which implied challenges with regard to the functions of the United Nations system. A study reflecting on the role of the United Nations in high- and middle-income countries would be valuable.

11. One significant strategic role of the United Nations was to serve as a forum to strengthen the capacity of national systems and institutions. Ways must be found to ensure that the United Nations could support innovation and the capacity of national systems to fulfil commitments and goals. The Organization also had a strategic role to play in helping countries to address the need for changes in social behaviour, since the post-2015 agenda required behavioural changes on the part of both consumers and producers, not just changes in policy. Furthermore, the United Nations must lead efforts to convene and coordinate actions, for which it had unique credibility and legitimacy. It should also open up to various partners, such as civil society and the private sector.

12. Lastly, in the architecture being developed, it was important to strengthen the role of regional organizations, which had been growing in importance over recent years. The Organization needed to share its leadership role with them, with different tasks assigned at the national, regional and international levels.

13. **Mr. de Aguiar Patriota** (Brazil) said that, at the current time of transition, more in-depth reflection was required on the actual functioning of the United Nations development cooperation system, including positive and negative aspects and what needed to be revisited in view of the adoption of the post-2015 agenda.

14. As the agenda encompassed all sorts of public policy areas at the national, regional and international levels, the silo approach that had been typical of United Nations activities must be overcome. A huge transformation was required in the approach to system-wide coordination among development actors, including a review of how activities within the United Nations were funded.

15. The quadrennial comprehensive policy review should be made simpler, as it was very baroque and complex. There were too many resolutions and mandates in relation to that review, involving a great deal of minutiae, which resulted in a situation that was almost counterproductive. Countries must be able to see the issues more easily, so as to encourage change.

16. There was a need to rebalance governance so that both developed and developing countries could provide guidance and leadership on a more equal basis with respect to the delivery and formulation of international development cooperation within the United Nations system as a whole. Some bodies had too many representatives from the North. That had made sense when the donor-recipient relationship in relation to official development assistance (ODA) had been more clearly established. However, development was currently moving towards a more universal agenda that was not necessarily North-South in approach, and the governance structure should therefore have better representation from both the North and the South.

17. While some countries of the North claimed that perhaps they had more representation because they took more interest in development cooperation matters than the countries of the South, they also had more capacity and greater knowledge, owing to the preponderance of non-core funding. Eighty per cent of all development cooperation funding was currently non-core, earmarked funding, which led to a bilateralization of the funding of activities within the system and fragmentation of the governance structure, making it more difficult for Member States who were not donors to follow what was going on, while donor countries retained a lot of power as to how their money was spent.

18. The quadrennial comprehensive policy review did not currently include the 24 United Nations agencies. It was important that those actors on the ground in different countries could participate in the alignment exercise associated with that review. Member States had been asked if they thought that delivering as one was a solution to improve coordination. While it might work in some countries, the system needed to be flexible. There was no one-size-fits-all formula. Delivering as one was generally led by the resident coordinator, who usually worked with the United Nations Development Programme (UNDP). That person had the prerogative to define outcomes and delivery and was the sole representative dealing with the national Government, which could dilute the role and capacity of agencies, other funds and programmes and other actors, such as non-governmental organizations and private entities. The UNDP prerogative in the "Delivering as one" approach should not dwarf other agencies' legitimate roles and their capacity to fund and support activities on the ground.

19. While the agencies had fewer resources than did the funds and programmes, they had more budgeted funding and were more intergovernmental in nature. As a result, their mandates were stronger and more legitimate, being an expression of the collective will of the States Members of the United Nations, than activities stemming from non-core or bilateralized types of funding, which might not be fully aligned with the mandates adopted and negotiated by Member States. The associated issue of legitimacy and governance thus needed to be addressed.

20. Coordination within the United Nations system was often beyond the reach of Member States. For example, the heads of agencies, funds and programmes, together with the Secretary-General, attended the meetings of the Chief Executives Board, but there was no access by Member States to those discussions. A better interface was needed between such types of internal system-wide coordination mechanisms, on the one hand, and Member States, on the other.

21. Partnership with non-governmental organizations and the private sector was a new area that required a better accountability structure. Complex resolutions must be simplified. The system must match the forward-looking and transformational approach of the sustainable development goals, which applied to both the North and the South. The interconnectedness of issues and United Nations actors, recognized in all relevant documents, was a critical new element that made it necessary for all actors to fully coordinate their work.

22. **Ms. Wang** Hongbo (China) said that the first phase of the dialogue had paved the way for the next phase, providing a solid foundation for future work. The discussions held to date would feed into the intergovernmental process leading to the endorsement of the post-2015 agenda in September 2015. The entire dialogue process would be guided and, to an extent, mandated by that agenda, with the sustainable development goals at its core. All countries would strive to achieve those goals, given their universal nature. Developing and programme countries would increasingly take leadership and ownership of their national implementation of the goals and the development agenda. Those dynamics would drive the

discussion and the reform process of the United Nations development system, which was a critical partner in the implementation of the Millennium Development Goals (MDGs) and the sustainable development goals. It must build upon its success and be willing to establish trust-based partnerships with developing countries and all stakeholders. The continued relevance, success and effectiveness of the system would ultimately depend on its ability to be both flexible and well-coordinated in delivering international development cooperation based on universality and neutrality, which were central to its legitimacy.

23. **Mr. Minami** (Japan) said there was an emerging consensus that, before considering funding, governance, structural arrangements or any other issues, it was necessary to think about the expected functions of the United Nations development system. Deliberations on the post-2015 development agenda provided a critical opportunity for the international community to consider how all stakeholders should cooperate effectively and efficiently to achieve sustainable development. In thinking about the functions of the United Nations development system, it should be borne in mind that the United Nations could not achieve the sustainable development goals on its own. The comparative advantages of the system, including its legitimacy, neutrality, global reach and convening power, should be considered.

24. There had been a strong call for predictable, flexible and adequate funding. While core resources were important, non-core resources would continue to make up a large share of total funding. The United Nations development system and Member States should continue working to utilize non-core resources in a more flexible manner and avoid a silo approach. While trust funds and vertical funds would also contribute to funding the system, it was important not to keep on creating new funds in response to every issue, as that would lead to more fragmentation. The United Nations development system should also continue efforts to broaden its donor base in order to increase core resources.

25. The need to strengthen system-wide governance in order to improve coherence should not entail the creation of a new governance system; instead, the existing system should continue to be improved. Governance was an issue closely related to funding, as it could provide an incentive or a disincentive for Member States to increase their contributions. Care should therefore be taken not to rush reforms, which could lead to a decrease in total contributions. Rather, it would be wise to incentivize Member States to increase their contributions by providing appropriate status to those countries that provided substantial contributions.

26. Making immediate drastic changes to the organizational arrangements of the system would be difficult and unnecessary. Further promotion of the "Delivering as one" approach, standard operating procedures and strengthening of the resident coordinator system were practical steps that could make a difference in the field in terms of system-wide coherence, effectiveness and efficiency.

27. **Ms. Ritchie** (United Kingdom) said that there must be an emerging consensus on functions before organizational arrangements, governance and funding could be discussed. The dialogue was helping to achieve that consensus. When moving ahead with the next phase, it was important to bear in mind the interlinkages between functions, funding, governance, capacity and partnership, all of which had already been discussed. For example, governance could not be discussed separately from funding.

28. As the Council sought to direct the United Nations development system and determine how best it could contribute to achieving the new development agenda, political momentum needed to be injected into the second phase of the dialogue, and further United Nations and independent expertise should be engaged to analyse options and establish priorities.

29. **Mr. Chandra** (Observer for Indonesia) said that the urgent need to transform the United Nations development system had been clear from the beginning of the first phase of the dialogue. The system must be flexible and capable of supporting Member States in the implementation of the post-2015 development agenda.

30. Some of the issues that had arisen during the first phase were pertinent to the next steps. First, while the United Nations development system must refashion itself to facilitate follow-up to and review of the implementation of the post-2015 development agenda and provide effective support to countries in achieving the sustainable development goals, it was clear that the regional dimension should be strengthened in order to respond to challenges that transcended national

boundaries. Second, there was a convergence of views regarding the need for sustainable, predictable and flexible funding, along with system-wide strategic planning and transparent mapping of the funding situation

31. Third, on governance, a profound adjustment of the United Nations system was fundamental in order for the United Nations development system to fulfil the functions expected of it. Representation of developing countries in the governing bodies of the United Nations development system should be strengthened as a priority, and supported with capacity-building, to enhance the effectiveness of the system.

32. Fourth, Member States had recognized the need for new organizational arrangements that took into account varied country contexts, needs, capacities and partnerships, including the changing role of diverse development actors. The United Nations development system should place more emphasis on national capacity development to adapt to the global architecture.

33. The role of the United Nations development system in developing countries should be clarified, including its role in supporting South-South cooperation. Funding should be matched to country development priorities, including support for capacity-building and technology transfer.

34. **Ms. Kern** (Germany) said that, because the United Nations had capacity and legitimacy to address global challenges that no single Member State had on its own, it should be a pivotal actor in the implementation of the post-2015 development agenda. However, its role should not be taken for granted. The United Nations faced strong competition from other actors. In order to make the Organization fit for purpose and to have a strong United Nations development system in the interest of all States, possible reforms should be discussed.

35. Germany welcomed the analytical categories proposed in the first phase of the dialogue, as well as the classification of the nine functions that had been introduced in an independent expert paper on capacity, impact and partnerships. The function described as "direct action and operational work for filling gaps in exceptional situations" was an interesting new dimension. There was a need to focus on the comparative advantages of the United Nations development system as reflected in those nine functions. Partnership approaches were also indispensable to the discussion on the future functioning of the United Nations development system. The transparency of the Organization's partnership efforts should be ensured, and accountability should be enhanced within the various partnership activities.

36. Discussing the changing institutional landscape was a challenging and sensitive task. Organizational arrangements were essential for making the United Nations fit for purpose. Radical changes were neither feasible nor positive. As others had noted, some functions and institutions were ready to be consolidated and merged. More of the same would not work. Member States might require the support of independent high-level experts in elaborating concrete options for the future of the United Nations development system.

37. **Mr. Erdman** (United States of America) said that, at its creation 70 years earlier, no one had imagined that the United Nations would become a major development cooperation actor in developing countries. However, over the years, the structure, scope and demands placed on the United Nations development system had grown, sometimes resulting in duplication. The system had evolved to match the expectations of its users, both donor and programme countries. The post-2015 era would usher in a new stage in that process of adaptation and refinement.

38. The system must focus on its comparative advantages, including its unique role as a multilateral organization with universal legitimacy, neutrality, focus on national ownership and leadership, global reach and convening power. The new paradigm for cooperation would no longer be that of one region giving resources and advice to another. Instead, countries from all corners of the globe would work together as partners to achieve common goals. The United Nations must therefore become more coordinated, and its core pillars must become mutually reinforcing, rather than competitive and overlapping.

39. As many had noted, the form of the United Nations development system should follow its function, with its structure designed around the tasks involved in helping Member States to implement the goals of the post-2015 development agenda. For example, if the United Nations development system was to continue playing its unique role in fragile States and those affected by crisis, coordinating humanitarian

and development efforts in some of the world's most difficult locations, it would be necessary to determine how best to deliver those services and then redesign the agencies to provide them in the most efficient manner.

40. The work of the United Nations development system must also become more differentiated in the post-2015 era. Some rapidly developing emerging countries were amassing more financial, intellectual and human resources than ever before, and the United Nations development system should therefore provide different services in different contexts. For example, in middle-income countries, the United Nations should provide policy advice, support coherence, leverage financial resources and expertise, and set norms and standards, while in least developed countries it would still need to play a more active role in delivering programmes, strengthening government capacity and convening the necessary resources and partnerships to help achieve national development goals. In both contexts, it had a critical role to play in promoting South-South and triangular cooperation, which would become increasingly important under the new agenda.

41. Function should drive funding, with different aspects of the United Nations development system funded through different modalities. The post-2015 era presented a unique opportunity for Member States and the United Nations development system to comprehensively review the funding architecture and design one that better supported the new functions. The new funding architecture should reflect the changing development landscape, in which more funding capacity and more able partners were available than ever before.

42. Partnerships with multiple stakeholders would be critical to mobilizing the resources needed to address future development challenges. Ideas on how the United Nations could best harness the vast potential of partnerships, while reassuring Member States on quality assurance and the accountability of non-State partners, would be important. The possibility of expanding issue-based coalitions as key partners for implementing the sustainable development goals remained interesting. Lessons learned in using partnerships to leverage influence and incubate change should be fed back into the system to promote better practices across the United Nations. It was crucial to determine the key steps the United Nations development system needed to take to promote and expand effective partnerships.

43. There was a readiness to take a sincere and comprehensive look at what type of governance arrangements would best suit the needs of the post-2015 development agenda. One proposal had been to devolve governance and exercise of operational activities to the country level, while another had envisaged a much more coordinated system-wide governance of operational activities. Such ideas would be further explored.

44. While the United Nations was currently the largest multilateral partner of the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) countries, that might not always be the case. It could not be assumed that donor countries would always give hundreds of millions of dollars to the United Nations for development work, or that programme countries would look to the United Nations as the primary partner for implementing that work. Other actors, including non-governmental organizations, foundations, philanthropists, divisions of private companies and multi-stakeholder partnerships, were carrying out much of the same work and providing many of the same services that the United Nations development system had historically done. The system must adapt to remain relevant.

45. With regard to capacity, the United Nations must be able to maintain a staff of exceptional international civil servants in order to be able to deliver the sophisticated policy guidance that many countries increasingly demanded. Consistent, high-quality, results-based management and detailed results reporting were also important to track impact. The annual session of the executive boards of the funds and programmes of the United Nations system had showcased the superior quality of the results that UNDP and the United Nations Population Fund were currently able to report as they detailed progress against their strategic plans. Such results indicated that the system was adapting in necessary ways.

46. **Ms. von Steiger Weber** (Switzerland) said that the United Nations needed to adapt and become fit for purpose to face the major changes envisaged as part of the post-2015 development agenda. While many experts had in the past proposed reforms of the United Nations development system, few reforms had actually been undertaken. With Member States leading the

dialogue, the outcome could be different, representing a solid basis for the changes collectively sought.

47. The structure of the dialogue, which had examined highly interdependent topics, had been challenging yet very interesting. The format, entailing interactive dialogue and high-quality discussion, had been a success. Use of the Chatham House Rule had allowed participants to be open and frank while still at the stocktaking and brainstorming stages. The summaries of individual workshops and retreats and the report on the first phase of the dialogue provided an excellent basis for the second phase. The report clearly set forth the main issues to be addressed, noting that the post-2015 development agenda and other drivers of change posed a significantly different challenge and higher level of ambition for the United Nations development system than the MDGs. The United Nations development system should focus on those functions that the Organization was best qualified to perform in support of Member States as they implemented the post-2015 agenda.

48. The report showed that Member States would make high demands on the United Nations development system. However, it also stated that there was an issue with funding. Any next step would therefore require thorough and honest discussion driven by Member States on what the United Nations development system could leave up to other actors, so that the system could concentrate on those aspects for which it alone had legitimacy, such as supporting and implementing multilaterally agreed norms.

49. The next phase of the dialogue would be challenging. Key topics would be selected and it would be necessary to clarify and agree on certain issues for the next quadrennial comprehensive policy review, which should represent a system-wide strategy for the United Nations development system. A combination of inputs from Member States, who best knew the challenges but might fear change, and external input from experts and consultants, represented the best way to prepare for the next quadrennial comprehensive policy review.

50. **Mr. Gave** (France) said that the current juncture, when the United Nations was marking its seventieth anniversary and Member States were preparing to adopt the new post-2015 development agenda, was an opportunity to think about both past and future. The post-2015 agenda was an integrated and very ambitious approach to development that was, for the first time, universal. Its scope was enormous, addressing far-reaching development issues, as well as new fields, including good governance and gender, and public goods such as climate and oceans. Consequently, it placed pressure not only States and societies, but also on the whole United Nations system.

51. The credibility and the future of the United Nations were based on the collective success of the international community in achieving the agenda. The United Nations development system could not fail to take advantage of the opportunity and should continue to play a major role in the area of development. France supported the six strategic priorities to which the President had referred, in particular those of aligning functions to comparative advantages; identifying different funding modalities for different functions; strengthening integrated mechanisms; and ensuring the effectiveness of organizational arrangements. To meet those challenges, the United Nations system must ensure coherence, effectiveness and evaluation.

52. On the issue of coherence, there was a need to improve coordination between the various components of the United Nations and the definition of their strategic programmes, right down to implementation on the ground, based on a strengthened "Delivering as one" approach. New types of coordination were needed to achieve the sustainable development goals. For example, coordinating strategic planning tools at the system level was an interesting proposal. The establishment of groups of organizations for the purpose of achieving common objectives using joint programming and implementation modalities could also be considered. Incentive mechanisms could be created to achieve heightened coordination. Synergies between the United Nations and all other development actors, including bilateral, multilateral, governmental and non-governmental actors, should be strengthened. The Council would have a special role to play; in that regard, the reform of the Council and the establishment of the high-level political forum on sustainable development must be put at the service of the strategic coordination of United Nations development activities.

53. With regard to effectiveness, more and better work could be done, in a context of budgetary pressure, only if resources were used to the utmost. Sustainability and budgetary effectiveness must guide the Organization more than ever, for the benefit of all. A silo mentality had often prevailed in implementation

of the MDGs, which had sometimes led to a loss of effectiveness. It was therefore vital to end fragmentation, share resources, identify redundant bodies or activities, and merge them where possible. The quadrennial comprehensive policy review resolution to be adopted in 2016 could help achieve such rationalization, since it would apply to the whole United Nations system.

54. The evaluation of results must be systematized. There was a need to assess progress in the field — not only with regard to fixed objectives, but also in terms of resources allocated — as well as at the institutional level. Organizations must assess their effectiveness and transparently report the results to donors; they should also use such evaluation to achieve reform and reorganization.

55. The current dialogue and intergovernmental negotiations on the post-2015 agenda must be linked. In that regard, it was essential that the outcome document on the post-2015 development agenda should mention the need for adaptation of the United Nations development system. Member States must send a strong signal in that regard.

56. **Mr. Lennartsson** (Sweden) said that Member States were increasingly agreeing that what was under discussion was a potentially very ambitious reform agenda that went beyond system-wide coherence and delivering as one. It was necessary to have a human development system that was well positioned to deliver effectively on the post-2015 agenda and could provide real support to Member States at different levels of development. Adaptation would no doubt be necessary. The matter should be of concern to all Member States. The dialogue concerning reform would intensify further during the seventieth session of the General Assembly, as Member States looked ahead to the adoption of the next quadrennial comprehensive policy review resolution in 2016.

57. The strategic exchange with the United Nations development system must be deepened, for there could be no reform unless that system was fully engaged. High-level political engagement would be needed. Sweden would continue to call for the inclusion of a clear reference to the longer-term positioning of the United Nations development system in the political declaration of the United Nations summit for the adoption of the post-2015 development agenda. It would be useful to bring to the attention of the co-facilitators of the post-2015 process the results of the dialogue so far. The upcoming summit could usefully inject political energy into the next phase of the dialogue.

58. **Mr. Vestrheim** (Observer for Norway) said that the summary of key messages of the first phase of the dialogue reflected the discussions well. The six strategic priorities constituted important pillars for the second phase. He agreed with previous speakers that the outcome document of the United Nations summit for the adoption of the post-2015 development agenda should clearly refer to the need for a repositioning of the United Nations development system in the context of the new agenda.

59. The least developed countries must be heard during the second phase of the dialogue, so that the United Nations could better provide support to those Member States most in need of its assistance. The Organization was expected to play a broader and more critical role in that area than in other development contexts.

60. **Mr. Stokes** (Australia), speaking also on behalf of Canada, said that the question of functions much be resolved before discussion continued on other matters, both in relation to the agencies, funds and programmes themselves, and in relation to their governance structures, in particular the executive boards. Before the issue of the reform of governance structures could be effectively addressed, it was vital to ask what was not working and why. Case studies could help to ensure a simpler and more strategic governance system and more closely scrutinize working methods throughout the system.

61. Coherence was of paramount importance, not only between development actors but across the United Nations system as a whole and among all partners. There was a need for the United Nations to help bridge the gaps between development and humanitarian response, long-term resilience, disaster risk reduction, climate, peacekeeping and peacebuilding, in order to ensure holistic responses by the United Nations and the international community.

62. While his delegation agreed that the dialogue process would be guided by the need to adjust to the post-2015 agenda, other outcomes, such as that of the Third International Conference on Financing for Development, to be held in Addis Ababa, and the SIDS Accelerated Modalities of Action (SAMOA) Pathway,

as well as the outcomes of the Fourth United Nations Conference on the Least Developed Countries and the second United Nations Conference on Landlocked Developing Countries, also needed to be taken into account. The voices of the least developed countries, landlocked developing States and small island developing States must be heard throughout the process.

63. The quadrennial comprehensive policy review resolution was indeed baroque. There was a need for simplification throughout the whole process, since there were limited numbers of staff working on those issues in the United Nations agencies, funds and programmes, and the more cumbersome the intergovernmental or reporting processes, the less time remained for coordination activities or support to country offices. It was necessary to find the right balance, engage strategically with the United Nations development system and ensure that everything, throughout the whole system, became less cumbersome, not more so.

64. **Mr. Marobe** (South Africa), speaking on behalf of the Group of 77 and China, said that the Council's dialogue must bear fruit in the quest for a transformed United Nations development system that was better equipped to address challenges, especially in developing countries. The Group had high expectations as to what would be accomplished as a result of the dialogue. Funds, programmes and agencies must adapt to a new post-2015 development landscape, in which poverty eradication in all its forms would have to be achieved through capacity-building, technology transfer and strengthened international cooperation. In that connection, UNDP should increase the human and financial resources allocated to the United Nations Office for South-South Cooperation, so that it could carry out its mandate effectively. Furthermore, Member States should be allowed to provide inputs to the report of the Secretary-General for submission to the special intersessional meeting of the High-level Committee on South-South Cooperation, which would be held in September 2015.

65. The role of United Nations operational activities for development and the Organization's capacity to assist developing countries in achieving their development goals ought to be scaled up and significantly strengthened, which would require continued improvements in effectiveness, efficiency, coherence and impact, as well as a significant increase in core resources. Operational activities addressing long-term development challenges should take into account the need to promote national capacity-building in developing countries. For developing countries to address national priorities and achieve internationally agreed development goals, continuous capacity-building was required, to which the United Nations development system could make significant contributions. The United Nations system should therefore make optimal use of available expertise by enabling and facilitating access of recipient countries to the full range of services available throughout the system, including those offered by the regional commissions. The urgency of the need to address poverty in all its forms could not be overemphasized. Poverty eradication, the greatest global challenge, should be considered the highest priority and the fundamental objective of the United Nations development system, which should pursue that objective through appropriately targeted and clearly focused programmes and projects. The regular reports of United Nations funds and programmes to the Council should include accounts of efforts made in accordance with their mandates; the scaling up of efforts to address root causes of poverty and hunger; and the sharing of good practices and lessons learned.

66. The Group attached great importance to General Assembly resolution 69/238 which, in particular, underlined the need to better reflect the multidimensional nature of development and poverty, as well as the importance of developing a common understanding among Member States and other stakeholders of that multidimensionality and reflecting it in the context of the post-2015 development agenda.

67. Owing to their untied and predictable nature, core resources remained the bedrock of operational activities for development in the United Nations system. It was a matter of concern that the percentage of core resources, as well as overall funding for operational activities in the United Nations development system, had declined. There should be a balance between core and non-core resources. Core resources should not be used to subsidize non-core extrabudgetary activities. The guiding principle in financing all non-programme costs should be based on full cost recovery proportionately from core and non-core funding sources. All development system entities should consider the post-2015 development agenda in the context of midterm reviews and elaboration of

strategic plans and frameworks to ensure consistency and alignment with that agenda.

68. Geographical and gender diversity were needed in the composition of the resident coordinator system. The governing structures of the United Nations funds and programmes should also be engaged in constructive dialogue with a view to achieving much-needed reform in that area to ensure the diversity of the system.

69. The United Nations development system must ensure that reports to the Governments of programme countries were structured around the United Nations Development Assistance Framework (UNDAF). The reports should be linked to results and should inform the Governments concerned of the overall results achieved by United Nations country teams. As part of his regular reporting to the Council, the Secretary-General ought to provide updates on progress in that regard.

70. **Mr. Crilchuk** (Argentina) said that the post-2015 development agenda was ambitious and transformative, requiring implementation methods that were fit for purpose and a coordinated United Nations system. There was a need to address the existing imbalance between core and non-core resources. Core resources must be on a scale that enabled mandates to be carried out efficiently, since only the United Nations system was in a position to see what funds were needed by each fund, programme, board or other entity.

71. Funds, programmes and other entities should listen and take into account developing countries' needs, so as to avoid imposing unnecessary activities on them. The relationship between the resident coordinator and the national Government was important in order for the resident coordinator to understand and address the country's needs. The regional economic commissions also played an important role. The outstanding work of the Economic Commission for Latin America and the Caribbean (ECLAC) had, for example, always been very useful to the Governments in question. Other bodies were also doing excellent work and were a valuable source of information regarding the needs of each region.

72. **Mr. Gujubo Gutulo** (Observer for Ethiopia) said that as a developing country and the host of the upcoming International Conference on Financing for Development, Ethiopia wished to stress that developing countries would need considerable support from the international community to make a smooth transition from the MDGs to the sustainable development goals. It was important to have a strong, effective and coherent United Nations system, especially in order to support national capacity-building in the context of the sustainable development goals. The dynamic nature of the national situation in many developing countries meant that partnership and multilateralism were particularly effective. Moreover, given the dynamic nature of the world situation, including with regard to such issues as climate change and other uncontrolled situations, a universal response was important. The present dialogue on the long-term positioning of the United Nations development system could make a big difference. A smooth transition from the MDGs to the sustainable development goals was very important for Ethiopia and other developing countries.

73. **Mr. Hanif** (Office for ECOSOC Support and Coordination, Department of Economic and Social Affairs) said that his Office would work with the Council to convene a group of independent experts to contribute to the second phase of the dialogue process. It was to be hoped that the outcome of the United Nations summit for the adoption of the post-2015 development agenda would engage individuals at the political level to provide the momentum that the dialogue needed to address the upcoming anticipated changes to the United Nations development system.

The meeting rose at 5.15 p.m.